



Refining Tenets

**Safety Topic of the Month
Richmond Refinery**

April 2010

Background

- Tenets are the overarching code of conduct we all use to guide our daily decisions and activities
- They are extensions of the Chevron Way's values and principles
- They apply to all employees, all the time
- We should frequently discuss how the Tenets apply to our work



Common Sense Principles

- Do it safely or not at all
- There is always time to do it right

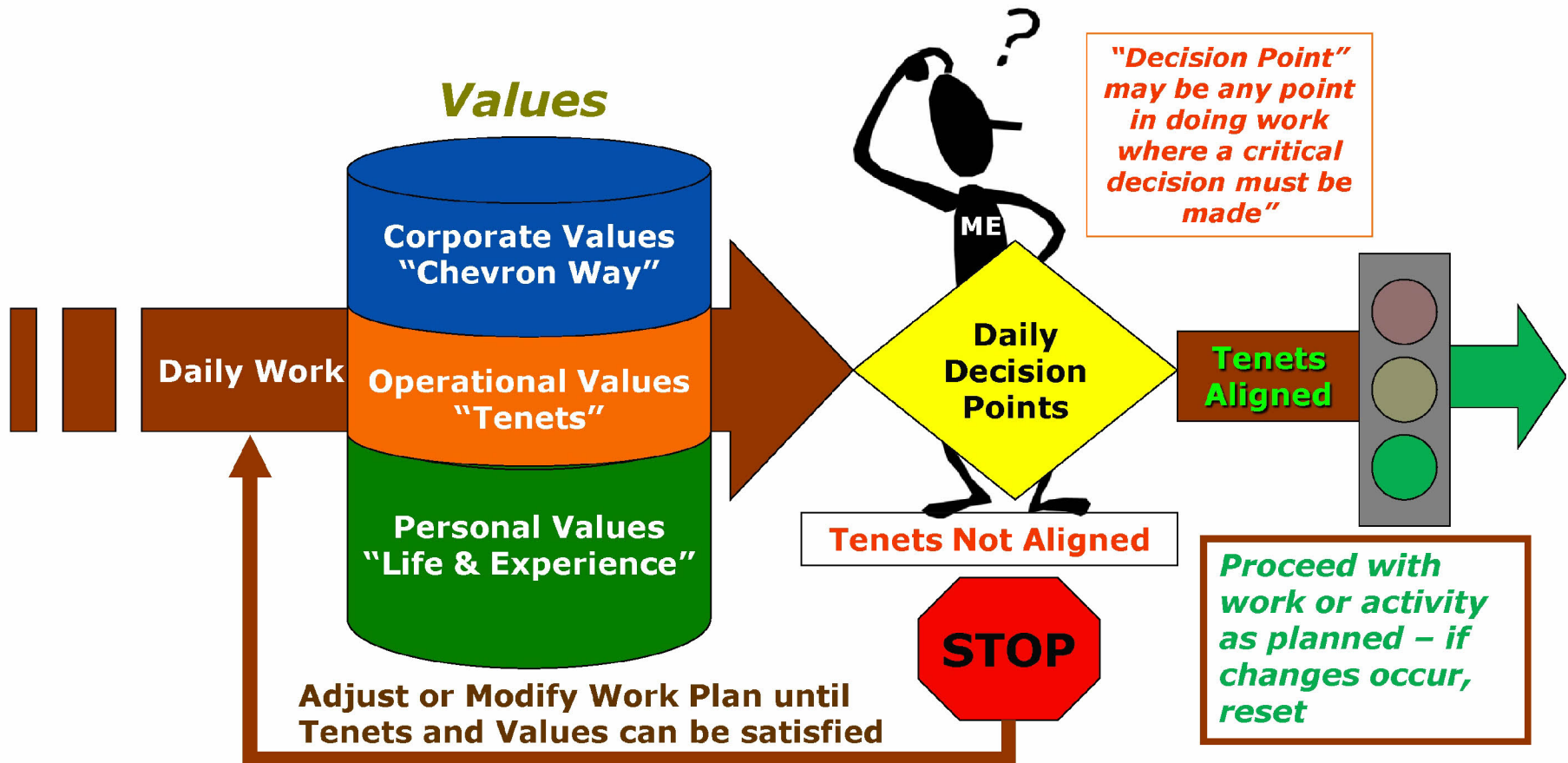
ALWAYS is a simple word
There are no exceptions

What To Do

■ **Pick 2 or 3 Tenets to discuss**

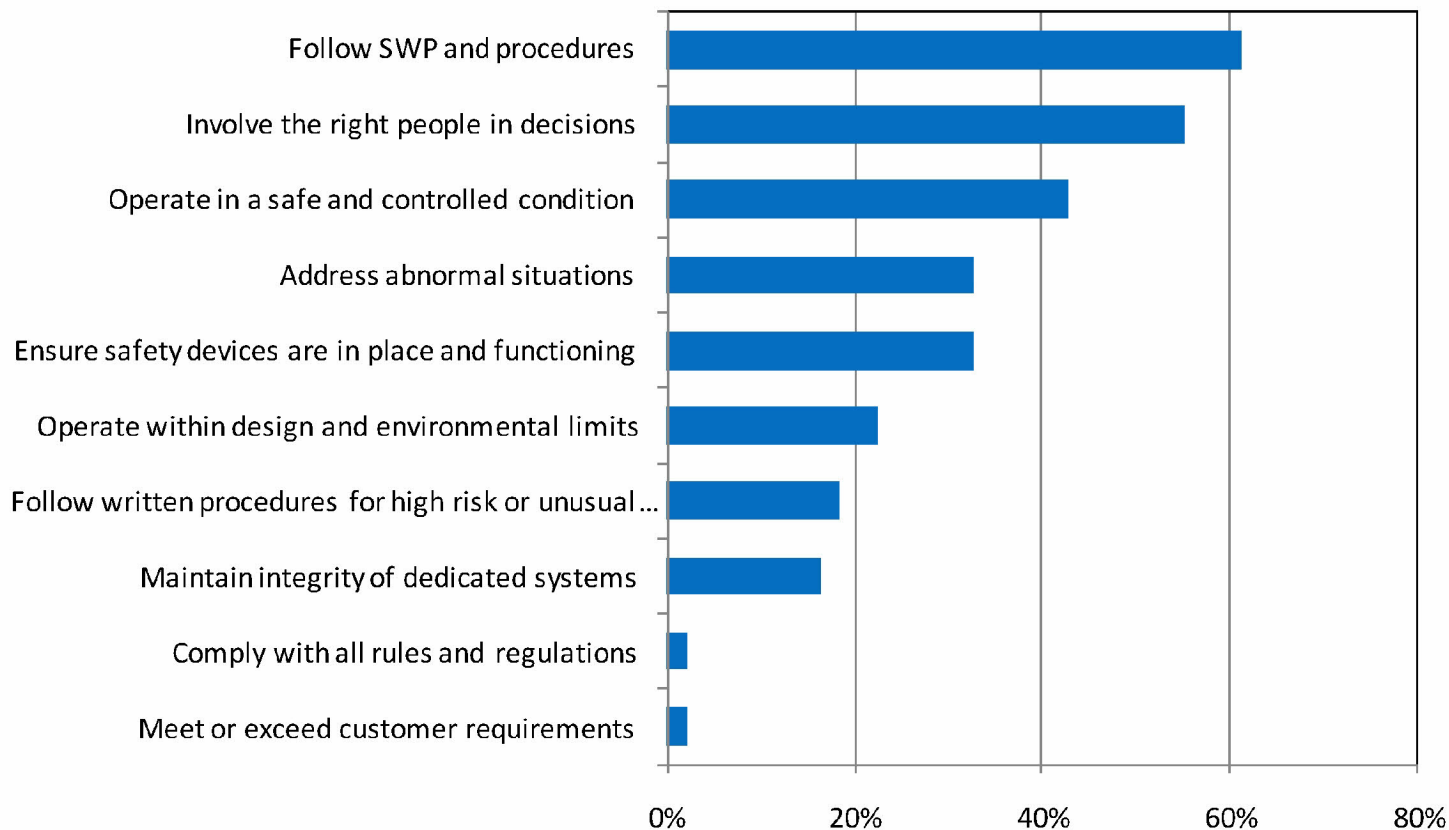
- How does each of these Tenets affect your work?
- Can you think of recent examples where your work group has done a good job of following a Tenet?
- Can you think of recent examples where a Tenet was not followed?
 - ▶ Did someone use Stop Work Authority?
 - ✦ If not, why not?
 - ▶ Was there a Loss or Near Loss?
- How can you apply each of these Tenets at home?

Making Tenets Part of Our Daily Decisions



2008 Major Incident Study – average of 3 Tenets violated for each incident

Tents Found Violated in 2008 Major Incident Study



[Go to List of Tenets](#)



OE Tenets

1. Always operate within design or environmental limits
2. Always operate in a safe and controlled condition
3. Always ensure safety devices are in place and functioning
4. Always follow safe work practices and procedures
5. Always meet or exceeds customers' requirements
6. Always maintain integrity of dedicated systems
7. Always comply with all applicable rules and regulations
8. Always address abnormal conditions
9. Always follow written procedures for high risk or unusual situations
10. Always involve the right people in decisions that affect procedures and equipment



Background Information

- The following slides present background information on each Tenet
- Each Tenet slide has a link to return you to the list of Tenets on Slide #6



Tenet #1

Always operate within design or environmental limits

- Reduce risk of injury, environmental releases, and equipment failure & damage, by staying within specified mechanical and operating limits.
 - How might this Tenet relate to safely using a ladder or safe driving?
 - What is the relationship between Operating limits and Design or Environmental limits?
- [Tenet 1](#) - 2008 Business Plan Rollout Video
- [Return to List of Tenets](#)

Tenet #2

Always operate in a safe and controlled condition

- Before each task, evaluate your environment for hazards, unusual situations or changes. Do not start a task until you have a safe & controlled condition.
- During a task, be aware of changing conditions that could create hazards and take actions to address the risk
 - What is a safe and controlled condition for equipment?
 - Can people be in a safe and controlled condition if they are operating outside of their knowledge and experience?
- How does this Tenet relate to LPSA and Stop Work Authority?
- [Tenet 2](#) - 2008 Business Plan Rollout Video
- [Return to List of Tenets](#)



Tenet #3

Always ensure safety devices are in place and functioning

- Always use safety devices, where they exist. If they are inoperable, establish safeguards and correct the situation as soon as possible.
 - What are some examples of Safety Devices in a Plant / Maintenance Shop / Construction Site / Control Room / Office?
- [Tenet 3](#) - 2008 Business Plan Rollout Video
- [Return to List of Tenets](#)



Tenet #4

Always follow safe work practices and procedures.

- Follow all established safe work practices/procedures and correct unsafe conditions/actions immediately.
 - How does this relate to Stop Work Authority?
 - How does this relate to Operational Discipline?
(*Completing Every Task, the Right Way, Every Time*)
- Most common Tenet identified in 2008 Major Incident Study – applied to over 60% of incidents in study
- [Tenet 4](#) - 2008 Business Plan Rollout Video
- [Return to List of Tenets](#)



Tenet #5

Always meet or exceed customer's requirements

- Each of us takes responsibility and is accountable for the quality of the products and services we provide
 - Customers may be internal (co-workers) or external (e.g. contractors, Chevron Pipeline, Government Agencies)
- What does this Tenet mean to you?
 - Should you place yourself or others in harms way to meet customer requirements?
- [Tenet 5](#) - 2008 Business Plan Rollout Video
- [Return to List of Tenets](#)



Tenet #6

Always maintain integrity of dedicated systems.

- Systems where there is positive isolation from other sources of contamination. These systems are isolated by design – never compromise their integrity.
 - What are some examples of dedicated systems in the refinery?
 - ▶ Are there dedicated systems in an office environment?
 - How might Stop Work Authority or a Job Hazard Analysis (JHA) relate to this Tenet?
- [Tenet 6](#) - 2008 Business Plan Rollout Video
- [Return to List of Tenets](#)



Tenet #7

Always comply with all applicable rules and regulations

- The goal is to comply with all Company and governing agencies rules & regulations in support of being Incident & Injury Free (IIF)
 - What are the key rules and regulations that affect your work?
 - ▶ How does your work-group ensure all work is done in 100% compliance?
 - ▶ If you work in an office, what are the key building and regulatory rules for an office environment?
- [Tenet 7](#) - 2008 Business Plan Rollout Video
- [Return to List of Tenets](#)



Tenet #8

Always address abnormal conditions

- What does Abnormal Conditions mean?
- What does “see it – own it” mean to you?
- [Tenet 8](#) - 2008 Business Plan Rollout Video
- [Return to List of Tenets](#)



Tenet #9

Always follow written procedures for high risk or unusual situations.

- To ensure consistent/stable operation, we will review/use or develop clear written procedures for all non-routine, critical, or complex operations
 - What are some high risk situations for your work-group?
 - What steps does your work-group take to address these high-risk situations?
- [Tenet 9](#) - 2008 Business Plan Rollout Video
- [Return to List of Tenets](#)

Tenet #10

Always involve the right people in decisions that affect procedures and equipment.

- Better decisions are made when knowledgeable people are involved and accurate information is gathered
 - What are some key decision points for your work-group where you need to involve the right people?
- 2nd most common tenet violated in 2008 Major Incident Study
 - Was cited in less than 10% of Richmond Refinery Losses and Near Losses in 2009
- [Tenet 10](#) - 2008 Business Plan Rollout Video
- [Return to List of Tenets](#)